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USE ONLY21 RESPONSES FROM  
DIVISIONS

30 July 1971

1. Do you regard the ORD Career Service Panel to be responsible for developing careers for ORD staff members in

	<u>Yes</u>	<u>No</u>	<u>Primary Responsibility (check one)</u>
a. ORD	<u>18</u>	<u>-</u>	<u>11</u>
b. DD/S&T	<u>16</u>	<u>2</u>	<u>-</u>
c. Agency	<u>13</u>	<u>4</u>	<u>8</u>
d. Profession	<u>7</u>	<u>9</u>	<u>-</u>

COMMENTS: The Career Service Panel is not responsible for developing the employee's career but can give assistance to the employee. Some respondents stated they did not know what responsibility the CSP has in career development and requested that a statement of responsibility be issued.

2. Should ORD staff members be encouraged to

	<u>Yes</u>	<u>No</u>	<u>Other</u>
a. prepare and disseminate technical staff studies within the intelligence community?	<u>16</u>	<u>2</u>	<u>1</u>
b. prepare and publish technical papers outside the intelligence community?	<u>9</u>	<u>10</u>	<u>-</u>
c. apply for patents?	<u>14</u>	<u>5</u>	<u>-</u>
d. prepare and present technical briefings within the intelligence community?	<u>16</u>	<u>3</u>	<u>-</u>
e. make technical presentations outside the intelligence community?	<u>9</u>	<u>9</u>	<u>1</u>

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2. COMMENTS: Participation in the activities covered by this question should be voluntary, should not detract from the employee's responsibilities to his intelligence assignment, and should not be self-serving or undertaken for ego feeding.

3. Do you favor requiring a technical briefing by a candidate being considered for promotion prior to action by the Career Service Panel on the promotion?

Yes      5

No      15

COMMENTS: The characteristics and capabilities that should be measured and are essential to justifying a promotion action cannot be assessed in one briefing. Promotions should be based on more than speaking or briefing ability - job performance should have the greatest impact.

4. Should external technical training on a periodic basis be mandatory for ORD staff members?

Yes      5

No      16

How frequently and what type of training should be given?

COMMENTS: Training should be encouraged but not be mandatory. Many felt that some form of training should be taken each year, while others felt that longer courses should be taken every two years or possibly a sabbatical leave after 5 to 7 years service. Whatever course of action is followed should be modeled to fit the needs of the employee.

5. Do you favor full-time, Government-sponsored university training leading to an advanced degree for selected ORD staff members?

Yes      15

No      6

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5. COMMENTS: Government-sponsored training should be provided to the exceptional few. Pursuit of another degree should not be the aim of the training but the development or enhancement of a capability needed by the Agency.

6. If a program for training as described in Question 5 were adopted, what candidate selection criteria would you recommend and how long would the training period be?

COMMENTS: Selection of employees for Government-sponsored advanced degree work should be based on their motivation, aptitude for learning, initiative, career commitment, age, and the nature of proposed training. Most indicated that two years of full time training was appropriate.

7. Should a two-track (technical or managerial) career development system be used in ORD?

Yes     17

No       3

COMMENTS: A two-track career system would be desirable if cross-over is possible and the path is the choice of the individual.

8. Should career development plans be formulated for

19     a. all ORD staff employees?

1       b. for a selected group of

-       1. poor performers?

2       2. outstanding performers?

-       c. none, or very few?

COMMENTS: Career development plans should be generated for all employees, even secretaries.

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9. How extensive and thorough should a career development plan be?

- 5 a. rigorous and detailed.
- 18 b. provide general guidelines.
- 3 c. informal discussions.

COMMENTS: The nature of the plan should be flexible and be adaptable to the needs of the individual and the Agency.

10. Should the career development plan (check one) consist of

- 5 a. general guidelines applicable to all staff members?
- 14 b. be tailored to the program of a specific employee?

COMMENTS: Counseling and guidance of the employee is the principal virtue of the development program. The program should be tailored to the characteristic needs of the individual.

11. Should the career development plan be prepared by

- 1 a. the employee's division chief without review by the Career Service Panel?
- 13 b. the employee's division chief with review by the Career Service Panel?
- 3 c. the Career Service Panel?
- 2 d. other?

COMMENTS: The career development program should be evolved by the employee assisted by his division chief. Then the plan should be reviewed by CSP. Some indicated that a qualified personnel officer should be consulted during the planning phase.

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12. Do you favor rotation of staff members?

	<u>Yes</u>	<u>No</u>
a. Within ORD	<u>11</u>	<u>5</u>
b. Within DD/S&T	<u>16</u>	<u>1</u>
c. Within the Agency	<u>18</u>	<u>2</u>

COMMENTS: Most favored rotation but felt that it should not be mandatory. Because ORD's grade structure is higher than other offices, rotation may present a problem.

13. What conditions, constraints, or criteria would you put on a rotation program?

COMMENTS: Rotation assignments should be preceded by careful and extensive planning. The assignment under rotation must be acceptable to the employee as well as to the offices involved. The office should establish a set of billets that are assigned to people on rotational assignment. The question of fitness reports and responsibility for promotions should be resolved. Employees recommended for rotation assignments should be well qualified and be expected to perform well. Rotation should not become a dumping ground for marginal employees.

14. In the event of conflict, which assignments do you think should take precedence: those associated with the career development plan or those with project activities?

COMMENTS: Many of the responses were well thought out. Several said that the conflict should be resolved by doing what was best for the Agency - which meant developing the individual into a more valuable career employee. Project activities can always be done by others, but exceptional career development opportunities may arise but once. Others were divided over which activity should take precedence.

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15. What other factors do you consider to be important for incorporation in a career development program?

COMMENTS: The program should provide career experience overseas, in other components, and possibly in other agencies. The employee should be given the opportunity to have a number of different jobs and to deal with many people. Communication within the Agency would be greatly improved. One person suggested that career progress and planning should be carried out by a team composed of the employee's contemporaries.

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